MIS Strategic Plan

2010 - 2014

Leon County Board of County Commissioners
Department of Management Services
Division of Management Information Services
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Vision Statement

Leon County policy makers, management, staff, citizens, and the business community will be provided current, accurate, comprehensive, and integrated information in a user-friendly, secure, effective, and reliable medium to reflect the County's activities and Board priorities and to improve decision making and work processes. Infrastructure, applications, and technology solutions to support such information management and delivery will be effective, reliable, and secure. MIS staff resources will be certified experts in their fields and will deliver outstanding customer service and satisfaction.

Vision

Our vision is delivering current, comprehensive, and accurate information and technology solutions in a user-friendly and reliable medium to:
- policy makers and management for their decision making process;
- staff for effective processing of their work; and
- the citizens and business community of Leon County for effective access to County information and interaction with processes.

Our vision is driven by the partnerships between MIS and its customers to assist those customers as they redefine their business processes to meet changing needs and priorities. By being flexible, innovative, and responsive, MIS will build and/or strengthen trust with its customers to solve information management needs with technical solutions.

Our vision is of a MIS Division delivering prompt, courteous, and efficient service with 100% customer satisfaction with a staff that is well trained, professional, highly motivated, committed, dedicated, focused, and engaged.

Finally, our vision is of Leon County MIS as a pacesetter in providing quality, leading edge technical services to its customers with the promotion of security and provision of disaster recovery and business continuity.

Leon County
Board of County Commissioners
Mission Statement

Leon County Government is dedicated to preserving and enhancing the outstanding quality of life which has made our community a desirable place to live, work, and raise our children. Through the provisions of cost effective, superior services, Leon County Government will insure the promotion of orderly growth for the economic health and safety of its citizens.

Management Information Services
Mission Statement

In conformity with Leon County's Mission statement, the MIS mission is to serve our end users with continually improved, efficient, cost effective, secure technology and telecommunications products, services, and information so that our customers are totally satisfied and able to fulfill their missions.

Management Philosophy

Management Information Services commits to a team approach with our customers in the delivery of quality services to our customers and to safeguarding the information resources entrusted to us. We strive to deliver our services on time, defect free, and in a professional and courteous manner.

Management Information Services also commits to providing MIS employees with necessary resources, training, and encouragement to develop effective comprehensive solutions to information technology issues and challenges. Communication and feedback from our employees and customers are encouraged and expected.

Guiding Principles

1. <u>Customers are the focus</u> of everything we do and are our number one priority. Our work is done in partnership with our customers and under the guidance of the Board's priorities.

2. <u>Quality service is expected</u>. To achieve customer satisfaction, the quality of our products and services will be exemplary - going beyond customer expectations.

3. <u>Continuous improvement</u> is essential to success. We strive for excellence in all we do; in our products, our services, and our human relations.

4. <u>Employees are the source</u> of our strength. They provide our expertise and determine our reputation and vitality.

5. <u>Employee involvement and teamwork</u> is our way of life. Professionalism, commitment, dedication, focus, and engagement are expected qualities of our employees. We are a team. We treat each other with respect and trust.

6. <u>Integrity</u> is never compromised. The conduct of our Division is pursued in a manner that commands respect for its integrity and positive contributions to County services.

7. <u>Security</u> is seriously managed to ensure the accuracy and reliability of data, to protect privacy as required by law, to secure data from improper access and/or changes, and to safeguard the County's technical infrastructure assets against loss of use, improper use, tampering, and/or destruction.

Strengths

Our strength lies in the dedicated, professional, committed, focused, engaged, and resourceful MIS Staff and their ability to meet the technical and information needs of our customers by innovative means that are responsive, cost effective, and supports the County's commitment to sustainability. That strength is achieved with the stability of a highly skilled staff, a strong human resource plan that provides and encourages career advancement, skill development, and skill enhancements; and a defined technical certification and training program (availability based on funding) for staff which ensures staff are maintaining core competencies and learning new technologies.

A stable, secure, reliable, and dense high speed data network infrastructure is another strength of MIS. Superior MIS staff expertise built a reliable, secure, and high speed data network that enables effective deployment of applications to County and 2nd Judicial Circuit users, augmented with wireless technologies. With such a network in place, County workers have access to information and their desktop applications any where they have Internet access.

An agile and energy efficient systems infrastructure has been built using virtualization technology which supports the Board's sustainability priority. Such an infrastructure provides strength in being more agile in systems deployment and requiring a smaller energy footprint in the Data Center.

Strength in web services and applications development, augmented with Oracle and SQL server services, has allowed staff to support and enhance the County's award winning web site for the Board and most of the Constitutional Offices. This strength allows the Board's priority for enhanced communications to/from citizens to be met with new programs such as email notifications and LeonListens. That expertise also has built and maintained an integrated criminal justice information management system that is used by the entire justice community in Leon County where data is entered at the first point of entry and is shared among all users. Integration with other local, regional and state programs is provided with enhancements through various technical solutions using imaging and biometrics. Additional applications for mental health and the Probation and Supervised Pre-Trial Release Programs support the Board's priority to address recidivism, re-entry program for inmates, diversion, and jail population control.

Strength in security management with liaisons with FDLE (Florida Department of Law Enforcement), the FBI, and alliances with SANS Institute (SysAdmin Network Security) and the FTDRC has kept the County from data breaches, loss of service, and outages caused by cyber attacks.

MIS has developed strength in disaster recovery (DR) and business continuity with the addition of a DR data center, the implementation of desktop and server virtualization, and the implementation of a web-based virtual private network for employee access to file systems and the Intranet.

An award winning GIS program that supports the County, the City, the Property Appraiser, and the Sheriff's Office is a strength as spatial information and tools are used in daily decision making and strategizing of the government. GIS is an instrumental tool to Growth Management, Public Works,

Planning, and Blueprint 2000 and supports the Board's priority of protection of waterbodies countywide and development of countywide stormwater standards.

Strength in collaboration and coordination between the City enables sharing of email address books, integration of networks, and collaboration on solutions with GIS, Permitting, and Joint Dispatch, another Board priority. In addition, that strength in collaboration and coordination defines solutions and augments resources through sharing and networking with other County and City CIOs, IT/MIS Directors through the Florida Local Government Information Systems Association, GIS leaders and professionals through the GIS SHRUG (Seven Hills Regional User Group) and Florida Urban Regional Information Systems Association (FLURISA), security professionals through Infragard (a FBI sponsored technology security program), State IT members through the Digital Government Summit Advisory Board, the FTDRC (Florida Technology Disaster Recovery Consortium), and the justice community through the Florida Department of Law Enforcement (FDLE) and the Office of the State Court Administration of the Florida Supreme Court.

Weaknesses

With the current economic environment, MIS has had to sustain cuts in the desktop staffing area to reduce costs. These cuts have resulted in service resolution for desktop applications and infrastructure requests to increase from an average of 3 days to 5 days. Application development has been stalled in the web and work order management areas as hiring freezes were instituted over the past two years. As our customers become more aware of technology opportunities to improve their work processes, more projects are defined and expectations of enhanced services have grown. There is a backlog of projects and remaining staff are strained as they maintain existing systems along with new development.

As business processes are initiated or improved throughout the County, technical support of specific applications such as those for EMS have little or no backup expertise within MIS. MIS and the organization are vulnerable as critical systems expertise is focused in a few individuals. Additional staff is needed to allow for the expansion of critical systems expertise to other staff to ensure support when primary staff are on leave or are unavailable.

MIS needs to incorporate formal project management tools to facilitate successful and timely completion of projects and mitigate risks. Training of MIS management and key staff will be required. Yet, with staff shortages there is minimal time to devote to such training.

MIS needs to continue preparing for the retirement of several of its management/technical leaders within the next five years. For successful succession management, the division will need to continue documenting institutional knowledge and work processes and provide cross training for critical areas. Again, successful cross training has been impacted by staff shortages.

Use of technology in the various offices and agencies require appropriate analysis of needs and assessment and justification of solutions. Many MIS technical staff lack training or expertise in business analysis and will require training or mentoring to build that skill set. Immediate customer needs may require consulting services to augment existing staff in order to maximize existing installed technology.

Opportunities

The ever growing demand of fast, easy, and reliable open access by citizens and staff in Leon County offers us the opportunity to develop a totally integrated information management system of data that will be cost effective, improve decision making, provide for increased public safety, and incorporate efficiencies for all of our customers. Additionally, the convergence of several communication technologies (phones, email, personal data assistants (PDAs), and mobile laptops/PCs) will empower staff and management anywhere to have access to information and to make updates to computer applications and databases at all times and in a real-time mode. Technological advances with web-based solutions and data sharing have allowed for diverse applications to be integrated. Remote access technology enables the workforce to securely connect to applications and information from any locations. Additionally, the growth of cloud computing and shared services will allow applications that have become commoditized, such as email, calendaring, office productivity

software, to be handled over the Internet at service providers' hosted data centers. Adoption of those types of services can allow the reallocation of MIS resources to critical areas and needs, such as cross training on critical systems and business analysis. To take advantage of these opportunities, MIS professionals must be totally involved with and have a significant understanding of the activities, from strategic planning through systems implementation, of each and every program. Transitioning technical staff to business analysts will require training and time.

Threats

As the country continues to deal with the real threats of terrorism, war, and natural disasters, MIS must ensure that the data and information management of the County Departments and Divisions and the Constitutional Offices are protected and recoverable in a disaster. While the protection of data at off-site locations has been in place for many years, the recent completion of a remote sever center has allowed for the development of a stronger disaster recovery plan with business continuity which will ensure that critical County information management processes can continue with minimal or no down time in the event of a situation.

MIS will be prepared to support employee displacement due to a potential pandemic by a flu or any other event that shuts down office facilities. Providing for home or off-site connectivity to the County network and information is addressed and will need to be expanded in the network infrastructure, web services, and application development projects.

Escalating costs of hardware and software maintenance are increasing at a greater rate each year forcng elimination of other critical operational needs in order to maintain operating costs to previous years' levels..

As budget constraints continue to plague the county, minimizing infrastructure asset replacements and upgrades may adversely impact the priority or critical business processes of the county.

Budget constraints that cut training and travel impact MIS' ability to maintain expertise in the applications and infrastructure which are supported.

Changing amd competing priorities of customer needs impact MIS resources and project status and continuity.

Strategic Goals and Objectives

Although this strategic plan is for the MIS Division, its strategic goals must be interconnected with the future of the entire organization and support the Board's priorities. Management Information Services' success in providing necessary information processing, technology infrastructure, and services will determine, to a large degree, the effectiveness of staff and operating departments in meeting the overall County goal of quality services to the citizens of Leon County.

Strategic Issues

Basic Strategic Issue 1:   Customer Focus/Service Oriented

Basic Strategic Issue 2:   Comprehensive, Timely, Integrated Information with Reliance on Online Access and Interaction

Basic Strategic Issue 3:   Reliable and Effective Infrastructure

Basic Strategic Issue 4:   Qualified, Productive Staffing and Consulting Services

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Basic Strategic Issue 1: <u>Customer Focus/Service Oriented</u>

<u>Background:</u> MIS must continue to better understand its internal end users/customers. The responsibility of MIS is to ensure the County's information computing is done well, securely and in a timely manner. MIS's role is not merely to produce more applications and information systems; rather, it is to build and support the County's information management infrastructure with integration and collaboration as needed.

<u>Strategic Goals:</u>

1. **Continue to improve policy-making coordination for technology through better definition, action and improved participation with customers.**
    A.   Continue to be a part of the County Administrator's Executive Management Team to:
        i.   Keep abreast of County initiatives, priorities, and program needs;
        ii.   Educate Executive Management about information management and automation improvements and opportunities; and
        iii.   Seek direction on proposed policies for information management security and implementations.
    B.   Continue monthly or quarterly meetings with Departments or Agencies to discuss technology needs and issues. Currently in progress are meetings with Growth Management, Public Defender=s Office, Facilities Management, Public Works, Elections, the Sheriff's Office, and the Library. Representation at the Criminal Justice Coordinating Council's monthly meetings and at the Public Safety Communications Board's Technical Sub-Committee continues.
    C.   Continue providing workshop updates to the Board on a regular basis to communicate progress on technology initiatives and seek executive direction on policy issues regarding information management.

2. **Continue to strive to improve customer relations and partnerships with customer focus a priority.**
    A.   Continue to establish, support, or assist appropriate Application User Committees with representation from all offices, departments and divisions to build consensus among the various offices on technology issues regarding applications, infrastructure, and services. End-user responsibility should be an explicit goal. All decisions regarding information technology should be made within the context of the goal to enhance end-user productivity.
        i.   Currently User Committees are operating for the following applications: JIS, Finance (Banner), Hansen, GIS, PETS, and Web Stewards.
    B.   Continue to solicit feedback from customers through a regularly scheduled survey about delivered services to gauge customer satisfaction and learn of opportunities for improvement.

Basic Strategic Issue 2: Comprehensive, Timely, Integrated Information and Reliance on Online Access and Interaction

Background: There is a need to access and understand the results of the work processes in the various Departments and Divisions in the County at all levels in the organization - from program, to managerial, to executive, and ultimately to the citizens. Most work processes have adopted some level of technology for productivity and effectiveness within the division/program level. MIS must partner with customers to help implement strategies for integration and deployment of comprehensive and timely information for in-house use and for citizen access via web browser based technologies. Coordination and collaboration with the Public Information Office is underway as enhancements are made to the web site to increase citizen input. Continue to use web services in application development. Continue to take advantage of cloud computing resources and opportunities where reasonable and security is ensured.

Strategic Goals:

1. **Justice Information System (JIS)**
   A. Continue enhancements, equipment refreshes, and maintenance of the JIS, which uses a web browser based interface and incorporates the Oracle relational database.
   B. Continue to develop interfaces to justice community entities to share information .
   C. Continue enhancements to the JIS to add comprehensive jail management functionality.
   D. Continue to cooperatively work with the JIS Interlocal participants in enhancing the JIS.
   E. Continue to support the data access to mobile units in TPD and Sheriff law enforcement vehicles.
   F. Continue to support new technologies such as electronic signatures, imaging, Internet interfaces, and biometrics.
   G. Continue to participate in process reviews and improvement initiatives in the Justice Community, especially with the 2nd Judicial Circuit and FDLE.
   H. Continue to provide application support to the Sheriff's Office to support process needs such as warrants and ongoing phases of the North Florida Pawn Network.
   I. Continue to maintain application support to Probation and Pretrial for case management, Mental health programs, and in-house alcohol and drug testing programs.
   J. Continue to support the Probation Office's GPS monitoring program.
   K. Continue to provide public access opportunities as authorized by statute and policy.

2. **Finance Information Systems (Banner)**
   A. Continue to maintain Banner on the IBM AIX platform with equipment refreshes every five years.
   B. Deploy Banner upgrades as made available by the vendor.
       i. Implement employee self-service module for the Board and continue to support the Clerk's Office with employee self-service.
       ii. Continue to support electronic timesheets via web interface for the Clerk.
       iii. Implement electronic timesheets via web interface for Board.
       iv. Implement imaging functionality within Banner for the Board and the Clerk.
       v. Implement financial self-service for Open Enrollments for the Board and continue to

support the Clerk's Office with financial self-service.

    C.   Migrate Banner to Oracle upgrades as made available by the vendor.

3.   Electronic Content Management (ECMS)

    A.   Continue deployment of enterprise solutions, such as Project Dox and Documentum throughout the County. Conversion activities underway for Growth Management, Public Works Engineering and Operations, Public Works Animal Control, Human Resources, Facilities Management, Veterans Services, Purchasing, Housing Services, Administration, State Attorney's Office, and Elections.

    B.   Continue to identify processes in the organization which can benefit from electronic content management.

    C.   Specifically assist the County Administration with the development of records management retention policies.

    D.   Develop technology solutions for records retention to support approved policies.

    E.   Strive to complete conversion efforts of historical paper files and Board documents, as defined by Administration, by the end of 2014.

4.   Internet and Intranet

    A.   Continue the maintenance and enhancement of the Internet site for the Board Departments and participating Constitutional Offices (Property Appraiser, Tax Collector, Sheriff, Supervisor of Elections, State Attorney's Office, and Public Defender).

    B.   Continue to support and collaborate with the Public Information Office in the maintenance of the content of the web site with current and meaningful information.

          i.   In collaboration with the Public Information Office, continue developing and supporting web stewards in the County Departments and Divisions and Constitutional Offices to keep content on the Web updated and easily accessible.

          ii.   In collaboration with the Public Information Office, develop a mobile device version of the web site.

          iii.   In accordance with the Board's priority to enhance communications with citizens, continue developing online services for citizens to be able to interact with their local county government at any time (i.e. access to Commission meetings and workshops, email notifications of news releases and other pertinent information, online submissions of employment applications, online citizen reporting of problems, online permitting, payment transactions for tax payments, tickets, license renewals).

    C. Continue to enhance the Intranet site for the County Board employees.

          i.   Continue to develop the Intranet for County employees as a resource for information (i.e. policies, documents, forms).

          ii.   Continue to augment online training opportunities.

5.   Work Order Management

    A.   Continue migration to a single work order management system for Board Departments.

          i.   Continue to support Facilities Management

          ii.   Continue to support Mosquito Control and Stormwater

          iii.   Continue to support Parks and Recreation

        iv.   Continue to support MIS
        v.   Implement migration for Solid Waste
        vi.   Implement Pavement Management

B. Plan for upgrade of Permitting work order management with the City.
C. Continue to expand the use of hand-held field data collection for real time updates to the work order management database.
D. Continue to support remote office capabilities with laptops and/or tablets and wireless technologies.
E. Provide economical interface to GIS mapping as processes require and budgets allow.

6. Library System (SIRSI)
A. Continue support and enhancements through vendor upgrades.
B. Deploy new web services for public access and internal processes as vendor application allows.

7. Geographic Information Systems (GIS)
A. MIS continues to provide administrative and technical support to the GIS Interlocal as well as to the Leon County GIS program in accordance with needs and the requirements of the Tallahassee Leon County Interlocal agreement.
B. Continue partnership with the City on the joint implementation and maintenance of the Permit Enforcement Tracking System (PETS).
C. Continue a comprehensive land identification system in conjunction with the City/County Growth Managements, the Planning Department and the Property Appraiser=s Office to allow for first point of entry into the GIS System and PETS.
D. Support the alignment by City/County Growth Managements and Public works of the County Plat Codes with the City Code to require use of GPS survey monuments to improve quality and accuracy of plats and to streamline the integration of future plats to the digital base map.
E. Continue to enhance the GIS web site with expanded functionality and additional data layers.
F. Continue infrastructure improvements with the consolidation of City servers with GIS Central, database conversions, the integration of electronic documents with GIS, and hardware and software high availability for disaster recovery and business continuity.
G. Maintain and deploy the Address Database as the standard to any existing and future City ISS and County MIS applications and systems.
H. Continue to keep the base map current with an incremental update of aerial photography within five year updates, as budgets allow.
I. Continue to coordinate the development and maintenance of data layers from the participating departments such as zoning, utility services and assets, recreational facilities, property information, school districts, voting precincts, flood zones, environmental data, building development information, and County and City facilities.
J. Continue to improve data capture time of new data with methods such as field hand held units and GPS technology.
K. Continue to work with the professional community in maintaining the geodetic network in Leon County to insure accurate GPS and surveying measures.

L.   Continue to take advantage of contract and grant opportunities that will provide funding for additional data development and/or program enhancements.

M.   Continue to develop functionality and promote use of the GIS as a planning tool.

O.   Integrate GIS technology into the Emergency Operations Center.

P.   Create an Interlocal "Quick Start" one day training program for City/County users.

8. EMS

A.   Support and maintain technology initiatives for EMS.

B.   Continue to provide dedicated technician support at the EMS facility.

9. Public Safety Complex

A.   Develop, implement, support and maintain phones, network, and associated technologies for the Public Safety Complex.

10.   Office Automation

A.   Continue to provide and support the Microsoft Office Suite for word processing, spreadsheets, and small database management. However, MIS will continue research of other options such as Open Office or Google Apps for effectiveness and efficiency benefits.

B.   Enhance user functionality for information sharing with collaboration, approval processing, and workflow tools.

C.   Continue to support and augment conferencing via the web and/or video.

D.   Continue to support file management with solutions with security, backups, and disaster recovery.

E.   Continue to provide email services for the office and with mobile devices. Plan for a migration from the legacy system to an open source or cloud computing solutions such as Google's Gmail and Gcalendar solutions.

11.   Training

A.   Continue an introductory end-user training program and train employees as needed.

B.   Continue providing office automation training for users.

C.   Continue to build into the acquisition and maintenance budgets for major computer systems training for end-users and maintenance personnel.

D.   Support on-line learning functionality as desired by customers.

E.   Continue to support webinar and Go-to-Meeting technology for use by County staff to build in-house training.

Basic Strategic Issue 3: Reliable and Effective Infrastructure

Background:
The MIS Division has exclusive responsibility for the County's backbone communications network and the computer platforms that provide information access. MIS needs to maintain this network in a stable, secure, virus free and fully operational state. Thousands of users, including County employees and countless citizens, depend on this network to access data and information.

MIS will continue to support the County's Sustainability priority with virtualization infrastructure in the Data Center and at the desktop. Continued use of Energy Star products and other energy efficient new technology will aid in energy conservation.

MIS needs to continue development and documentation of its IT infrastructure and continue to train all employees required to support it. The MIS Division needs to continue investing in network management tools to ensure that a secure, optimally functioning network is available 24 hours a day, seven days a week.

Strategic Goals:

1.   Network
    A.   Continue to enhance the County-wide communications network and connect all employees that use the automated system(s).
        i.   Continue to keep a structured cabling and wiring plan updated to allow for future growth and maximum bandwidth and emerging technologies.
        ii.   Continue to upgrade the network backbone between all County facilities and remote locations to meet evolving computing demands and be in a position to take advantage of industry improvements.
        iii.   In conjunction with Facilities, continue to support the wiring of existing and new facilities for technology.
        iiv.   Continue to assure that network bandwidth limitations stay ahead of computer hardware limitations so that connectivity is never limited by backbone services.
        v.   Continue to develop redundant network paths to remote sites for security and emergency issues (i.e. fiber from the City, Comcast, Century Link, and/or other providers).
        vi.   Continue to upgrade internal network wiring in the County facilities.
        vii.   Continue to advocate, implement, and support wireless technologies to support public access at the libraries and community centers. Add wireless controller infrastructure to manage the 59 plus access points. Add wireless to the Public Works Complex and Tourist Development's Conference Room.
        viii.   Continue to provide remote access services for employees with secured connections into the network.
        ix.   Continue to support personal data assistants (PDA's) and cell phones with integration to the County's email and calendaring systems.
        x.   Continue to promote best practices in networking and security.
        xi.   Continue to research and develop new technologies as they emerge.

2. **Internet**
   A. Continue to enhance the County-wide internet connections.
      i. Provide Internet connectivity to all employees.
      ii. Provide redundancy for disaster recovery purposes.
      iii. Monitor usage for compliance to Board policy of proper Internet use and Internet security best practices.

3. **Public Access**
   A. Continue to provide public access to information in County automated systems by constantly and consistently enhancing the county wide backbone network to allow the most secure, efficient and cost effective interfaces to information and services provided. Statutorily allowed recapture of costs associated with public access shall be recaptured whenever feasible and practical.
   B. Community access from home computers to the automated library system is in place via the Internet and will continue to be enhanced.
   C. Continue to support public access computing resources at the Main Library, the branch libraries, and community centers.
   D. Continue to provide wireless access for citizens and employees in common areas in the Courthouse (Chambers, jury assembly, some courtrooms) and major facilities of the County (i.e., Main Library and the branch libraries, the Cooperative Extension Office, the Renaissance Building, and the Amtrak Station).
   E. In collaboration with the Public Information Office, continue to provide support to the broadcasting and recording of Board meetings and workshops over cable TV and the Internet.
   F. Continue to support the sound system in the Chambers.
   G. In collaboration with the Public Information Office, deploy display units at entrance areas or waiting areas of major facilities (i.e. Courthouse – court hearings, event calendars, and Board information; Libraries – event calendars, directional information).

4. **Inter-Agency Access**
   A. Provide support, services and connectivity to other agencies as funded and approved by the Board of County Commissioners.
   B. Provide connectivity with outside resources as user needs and security allows.
   C. Provide support for the network and telephony services to support the Joint Dispatch functions for the Public Safety Complex.

5. **Desktop Infrastructure**
   A. Continue support for the maintenance of computing resources to provide reliable, available infrastructure for employees to conduct their work with a maximum down time of four hours (assuming appropriate MIS budget and staffing).
   B. Continue to strive for a budgeted computer resource replacement program that supports the upgrading of end-user equipment to maintain necessary functionality.
   C. Continue to expand the capabilities of electronic mail, calendaring, the end-user computer environment, collaboration and workflow processes, and the Intranet.

6. Telecommunications Infrastructure

    A.   Continue to maintain the telephone system for the Board Departments, the County Health Department, and participating Constitutional Offices such as the Supervisor of Elections, Public Defender's Office, State Attorney's Office.

    B.   Continue to support the Library's wireless telephone solution – Vocera.

    C.   Continue to provide enhancements to telephone services to meet customer needs.

    D.   Continue the use of IP technology in telecommunications services as deemed beneficial to the County.

    E.   Support the telephony needs for the Public Safety Complex.

7.   Computing Standards

    A.   Maintain and/or establish organizational computing standards which streamline operations such as:

        i.   Oracle database infrastructure for large applications; SQL server database for mid-range to smaller applications

        ii.   Unix, Linux, Netware, VM Ware, and Windows-based systems/server infrastructure through virtualization.

        iii.   Desktop standardization through virtualized desktop infrastructure.

        iv.   Cisco network infrastructure.

Basic Strategic Issue 4: <u>Qualified, Productive Staffing and Consulting Services</u>

<u>Background:</u> The MIS professional of today has transformed from the singular programming "techie" and mainframe guardian of the past Data Processing environment to a MIS professional that is committed, dedicated, engaged, focused, involved and understands the business of the end user and current industry technology to provide solutions for effective and integrated information management.

With the purpose of providing high quality services, the Leon County MIS Division must continue to keep abreast of the fast paced changing technical environment. Technicians and MIS professionals are encouraged to maintain their respective technical currency on their own as well as benefit from County provided training. In this age of changing information technology, employees have a responsibility to maintain currency in order to insure improved customer service and individual career development.

<u>Strategic Goals:</u>

1.   **Continue to invest in training as a high priority in the MIS budget with the expectation that the staff will apply the training in their projects and duties.**
    A.   Clearly define the roles for MIS staff and ensure that the employees fulfilling those roles understand the performance standards needed to meet expectations in the positions.
    B.   Continue to provide complete training to the staff that is required to operate and maintain the platforms, operating systems, and databases under its purview.
    C.   Continue to provide continuous training for staff to stay current with the latest technologies.
    D.   Continue to augment technical training with interpersonal and communication skills training that promote customer service and team building.
    E.   Continue to use consulting services to transfer technical skills.

2.   **Continue to improve planning and management capabilities for project management and systems analysis.**
    A.   Continue to use services such as Gartner Group, InfoTech and Forrester Tech Republic, to augment analysis of emerging technologies, to receive planning and research assistance for project planning and development.
    B.   Continue to collaborate with other County and Municipal governments (ie. FLGISA and FTDRC) on best practices of IT management and deployment.
    C.   Continue to receive training on project management and continue to create written project plans, including schedules and task assignments, and have the status of projects measured and reported using the criteria established in the plans.
    D.   Using best practices from the computer technology industry, maintain a quality control framework and apply it to all major projects.

3.   Continue to hire professional and competent staff.
   A.   With the continued support of Human Resources, maintain well defined job descriptions with appropriate compensation packages that continue to attract highly qualified applicants.
   B.   Continue to develop career paths for technical positions.
   C.   Continue to review the MIS organization and adjust as customer needs and the technology industry changes to ensure resources are distributed to provide services as needed.

4.   Continue to use consulting services to augment staff resources as needed.

Basic Strategic Issue 5: <u>Systems, Data, and Network Security</u>

<u>Background:</u> MIS staff expertise in security management is strong and strengthened with liaisons with FDLE (Florida Department of Law Enforcement), Federal agencies such as the Dept. of Justice and the Dept. of Homeland Security, and alliances with SANS Institute (SysAdmin Network Security) and IT best practice groups such as the Gartner Group. Extensive training investment and support has contributed to MIS' ability to build and maintain a reliable, secure, and high speed network that enables effective deployment of applications to County users, augmented with wireless technologies.

<u>Strategic Goals:</u>

1. **Continue to work with management and the user community regarding security standards and requirements.**
   A. Maintain standards for security on all systems supported by the MIS Division. Other agencies attached to the network must meet minimum access standards.
   B. Maintain procedures to ensure that viable security policies, approved by the Board of County Commissioners, are in place. It is to be updated as appropriate and enforced by Senior Management.

2. **Continue to maintain a secured hardware and software infrastructure which protects the network from external or internal threats such as viruses, spam, and loss of service.**
   A. Continue to maintain and upgrade security hardware such as firewalls.
   B. Continue to obtain tools and services for security assessment and mitigation.
   C. Continue to train staff on security issues and practices through organizations such as SANS Institute (SysAdmin, Audit, Network, Security) and the Tallahassee Chapter of the FBI's Infragard.
   D. Continue to undergo an outside security audit every two to three years.
   E. Continue intelligent, risk based implementation of system security patches.

3. **Continue to maintain systems for high availability and performance.**
   A. Continue to document systems.
   B. Continue to keep systems patched as tested and proven appropriate.
   C. Continue to monitor performance of systems and develop solutions for enhancements
   D. Continue to provide virus protection for desktops and servers.
   E. Continue to provide spam filtering.
   F. Continue to monitor and protect from external and internal threats (i.e. viruses, spam, malware).

Basic Strategic Issue 6: Disaster Recovery and Business Continuity

Background: MIS has been diligent in protecting County data and technology assets with off-site storage of data and systems tapes. The County has in place a "hot site" data center where mission critical systems are mirrored, load balanced, and/or are set up for high availability. This "hot site" data center provides will assure a timely recovery and successful business continuity. With applications such as the Justice Information System, the County's web site, the Geographic Information System, the County's messaging system, and the County's purchasing and HR systems, it is felt these systems must be recovered as soon as possible to ensure public safety, County operations, and continued services to the citizens.

Strategic Goals:

1. **Continue to support remote data center(s) with County systems able to run applications in test and production mode.**
   A. With cooperation of the Sheriff's Office, maintain a remote data center at the Jail complex with the plan to move the remote data center to the Public Safety Complex.
   B. Provide redundant data and Internet connectivity through multiple network connections.
   C. Continue to coordinate with other participating Constitutional Offices and incorporate their system needs in the remote data center.

2. **Maintain a disaster recovery and business continuity plan.**
   A. In cooperation with the Emergency Management Program, MIS maintains its disaster recovery and continuity plan and is participating with Court Administration in the specific business continuity plan of the Office of the Florida Supreme Court (OSCA).

3. **Maintain the disaster recovery and business continuity plan to meet the changing needs and/or circumstances of the organization as resources allow.**
   A. Annual reviews of the plan will be conducted with a mock disaster test.